

**Amhara Micro-enterprise development, Agricultural  
Research, Extension, and Watershed management  
(AMAREW) Project**

**2002 Annual Report**

**for July 1, 2002 to December 31, 2002**

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# **AMAREW Project 2002 Annual Report**

**for July 1, 2002 to December 31, 2002**

This annual report covers the activities of the Amhara Micro-enterprise development, Agricultural Research, Extension, and Watershed management (AMAREW) Project for the period July 1, 2002 to December 31, 2002. The primary objective of the AMAREW Project is to establish community-based paradigm shift within the ANRS for the development of strong, long-term partnerships among collaborating universities, research and service institutions, ANRS bureaus, extension services, NGOs, and private sector entities in both the US and Ethiopia.

## **Project-wide Activities Completed:**

During the reporting period, the AMAREW Project facilitated the posting of all four key project personnel, namely Dr. Brhane Gebrekidan, Chief of Party and Senior Research Advisor, Dr. Kent Reid, Extension/Watershed Management Advisor, Ms. Angela Neilan, Extension Communications Advisor /Trainer/Curriculum Specialist, Mr. Richard Pelrine, Micro-enterprise Development Advisor (MED) who are all now on site and actively undertaking their duties. All four long-term project personnel quickly established contacts with their counterpart institutions and individuals and made repeated discussions with them. As of the end of this calendar, personal circumstances have forced the MED Advisor to return home, hence ACDI/VOCA and Virginia Tech are actively recruiting his replacement. Juana Rodriguez has been short listed as a possible replacement and invited to visit Ethiopia and the AMAREW project headquarters in Bahir Dar which she did from 28 – 30, 2002. Decisions from both the candidate and ACDI/VOCA as well as Virginia Tech are awaited.

The project has secured an excellent office complex in Bahir Dar and rented it at a competitive price on a long-term basis. All project personnel have moved into their respective offices and are operating out of them. Some equipment for the office have been purchased. Complete furnishing of the office is yet to be done.

AMAREW has opened both a foreign currency and a non-transferable (NT) account with Commercial Bank of Ethiopia in Addis Ababa and also a local Birr account in Bahir Dar with the same bank. The banking procedures for the Virginia Tech part of the project are now well established and operating smoothly.

As an official starting point, the Project organized and completed a successful Kick-off Workshop to officially launch the AMAREW Project. This workshop was held in Bahir Dar, September 19-20, 2002, and was attended by some 90 representatives from USAID Mission/Ethiopia, the Virginia Tech Consortium, Amhara Regional Partners, MOFED, Ethiopian Universities, EARO, VOCA/ Ethiopia, Addis Anteneh and Associates, Donor representatives, and NGOs operating in the Amhara region.

AMAREW was also engaged in hiring local project associates. Announcements for the positions of Program Administrator, Agricultural Research Program Associate, Agricultural Extension Program Associate, Watershed Management Program Associate and Research/Extension Training Associate were made in three national newspapers, the Reporter, Tobia and the

Ethiopian Herald. Sufficient number of applications was received for each position following which screening of the applications was carried out. With the approval of the Regional Implementation Team (RIT), which was formed later in the first quarter, final selection of candidates were made. Consequently, Dr. Fekadu Yohannes, Agricultural Research Associate, Ato Taye Hailu, Program Administrator, Dr. Belay Kassa, Research/Extension Training Associate, Ato Habtemariam Kassa, Agricultural Extension Associate, and Ato Yitayew Abebe, Watershed Management Associate were selected. The first two are already on site and have resumed their duties while the others are expected to join the project within the next two months.

During the report period the project personnel have taken part in regionally organized workshops and meetings, field tours, Research Center visits, and training program implementation. In this regard, Brhane Gebrekidan, Angela Neilan, and Kent Reid participated in the Ethiopian Soil Science and Natural Resources Conference with a focus on the ANRS. This conference was held in Bahir Dar in late July 2002 and was a good opportunity for these project personnel to be introduced to the issues and problems of soils and natural resources in the ANRS. This conference was also a good forum to introduce the project and three of its key personnel to the conference participants. Moreover, the above mentioned three project personnel took part at the Research-Extension-Farmers Advisory Council meeting (REFAC) and field visit of on-farm research activities, supported through USAID funds, in West Amhara, in late October. This activity was organized by Adet Research Center. Brhane and Kent participated in a similar activity and visit organized for East Amhara the by Sirinka Research Center in early November. A number of promising technologies ready for farmer use were observed such as improved and high yielding crop varieties (e.g. Striga resistant sorghums, Triticales, barley and field peas), improved soil and water conservation practices, fast growing trees, and improved poultry breeds, and improved farm implements.

Brhane Gebrekidan attended the First National Sorghum Workshop at Nazreth (Melkassa) Research Center and gave two presentations: a keynote address, and a History of Sorghum Research in Ethiopia. This was a good opportunity to discuss with the INTSORMIL sorghum breeder, Dr. Gebisa Ejeta, on future collaboration between AMAREW and INTSORMIL on the dissemination of the promising Striga resistant varieties. We have agreed that we will work together in disseminating the varieties and monitoring their performance and farmer acceptability. In late November, Brhane also participated and chaired a session in the Amhara Region organized workshop on the pea weevil (*Bruchus pisorum*) which is seriously threatening the continuing production of the crop.

Kent Reid and Fekadu Yohannes traveled to Sekota, Wag Hamra to attend the Research-Extension-Farmers Advisory Council meeting (REFAC) from December 8 to 10, 2002. All stakeholders including governmental and non-governmental organizations operating in Wag Hamra Zone attended the meeting. Discussions were made and experiences shared on the research and agricultural development problems of the Zone which is one of the focal areas for the AMAREW Project. The meeting provided Kent and Fekadu a good opportunity to get acquainted with the Woredas's agricultural and environmental problems and advise ARARI and BoE to devise interventions to realize the objectives of the AMAREW project. The two project personnel were also able to provide their technical advice on the presentation of completed, and on-going and new research projects by the Sekota Research Center. The REFAC meeting was also a good opportunity to introduce the AMAREW project.

After completion of the trip to Sekota, Kent and Fekadu made their way to Sirinka Research Center, Gubalafto Woreda, to get introduced on the research activities of the center in natural resource management and devise ways for collaboration.

Fekadu also Yohannes participated in a two-day workshop (Dec. 23-24, 2002) on Natural Resources Management in ANRS, organized by the Ethiopian Social Rehabilitation and Development Fund (ESRDF) at Bahir Dar. ESRDF is a donor agency that is funding projects of governmental and non-governmental organizations that address the natural resources degradation and management of the region. Fekadu was able to make substantial comments and suggestions at the workshop on policy issues, planning and implementation strategies regarding environmental protection and rehabilitation and agricultural management practices in the region.

Since the project vehicles have not been received yet, all the regional travels have been done with vehicles kindly provided by BoA and the Bureau of Rural Development.

### **Project-wide Problems**

At the start-up of the project mainly and later in the reporting period, the following project-wide problems were encountered:

- Difficulties arose with residence visa and permit, transportation, communication and banking.
- Housing was not available and ready as soon as long-term personnel arrived
- Office was not ready for occupancy until mid-September
- Transportation for extended regional travel outside of Bahir Dar is not available yet.
- Getting USAID Mission waivers for appropriate project vehicles was a real challenge and slowed project start-up significantly
- Structure of partner agencies, particularly BoA, has changed since the proposal was written. BoA has a new structure of Regional and Zonal Experts and Woreda level Development Agents, which affected and changed the organizational location and delivery of training and other planned project activities
- Without personal bank accounts and access to personal funds in the US, personnel were unable during the first part of the reporting period to completely settle into their houses (buy household items, hire household help, etc.), or even pay the landlords the rent due.
- The bureaucratic slow pace of opening project accounts entailed difficulty in accessing funds, leading to stress around issues of office furniture and implementation of the kickoff workshop.
- A specific problem emerged unique to the position of the Chief of Party and the Senior Research Advisor. The Ethiopian authorities on the entitlement of the COP raised serious questions because he holds an Ethiopian passport, although he carries a valid US Permanent Resident Card. This issue created a stressful situation in the early months of the project. Because of this also the air shipment of the COP was stranded for weeks in the Addis Ababa Customs warehouse and subject to the ever-growing storage fees until solutions were finally found.
- Because of personal problems, the MED Advisor has indicated that he would not continue to stay with the project after December 2002. To that respect, the sub-contractor of Part II of this project, ACIDI/VOCA, has identified a slate of candidates to be

considered (by all stakeholders) for the replacement of the current MED. One candidate who may be a potential replacement for the MED Advisor is being seriously considered. She has already visited Bahir Dar and talked the heads of both ACSI and ReMSEDA as well as AMAREW Project staff. As of the end of this reporting period no firm replacement for the MED Advisor has been found and confirmed. The lead candidate and the current MED Advisor had one day of overlap to discuss the status and future of Part II of the AMAREW Project.

## **RESEARCH**

### **Activities Planned for the 2002 work plan**

- Conduct Participatory Rural Appraisal (PRA) in targeted areas with special emphasis on areas where PRA has not been conducted so far;
- Initiate installation of satellite uplinks and The Essential Electronic Agricultural Library (TEEAL) in collaboration with Cornell University;
- Advise ARARI in the implementation of the Amhara Regional Agricultural Master Plan (ARAMP);
- Start the planning process for upgrading researcher skills through short courses and degree training;
- Assess the need for modernizing ARARI's laboratory and communication systems; prioritize the needs and submit the same to USAID/Ethiopia Mission for funding considerations;
- Initiate discussions with ARARI to organize field study tours for selected researchers;
- Consult with ARARI on ways and means of strengthening its research program;
- Explore the possibility of initiating competitive grants and mentorship programs between scientists of collaborating US Universities and ARARI researchers;
- Assess and identify areas where short-term technical assistance would be required; and
- Collaborate with ARARI in its efforts to refine the agro-ecological zonation of the food insecure woredas;

### **Achieved activities**

- The planned PRA has not been implemented mainly because the Project vehicles have not been received.
- Discussions with ARARI on the installation of satellite uplinks and The Essential Electronic Agricultural Library (TEEAL) in collaboration with Cornell University has been initiated and the necessary follow-up being done to realize this. The TEEAL set has been mailed by Cornell University to ARARI and is awaiting customs clearance.
- Regarding the implementation of the Amhara Regional Agricultural Master Plan (ARAMP), the necessary discussion and expertise advice are among our on-going activities. We are in continuing discussion and dialogue with ARARI on the broad issue of ARAMP implementation. The project personnel have also planned and discussed to take part in the implementation of on-farm research projects in the selected food insecure woredas in collaboration with the various research centers of ARARI. In this connection, the ARARI Regional Annual Research Review meeting is scheduled for the

period Dec. 28, 2002 to Jan. 5, 2003 at Bahir Dar. This meeting will be a good opportunity for the project personnel to share experiences with the ARARI researchers provide technical advice..

- The draft 2003 work plan for short courses and long-term degree training needs of ARARI have been worked out with ARARI, approved by the RIT, and submitted to USAID/Ethiopia for consideration.
- In an effort to upgrade ARARI's laboratories, the equipment needs of the various research centers and sub-centers catering for the needs of the selected food insecure Woredas of the region have been identified and the appropriate lists of equipment and supplies have been prepared and submitted to USAID/Ethiopia Mission for approval and funding.
- The 2002 and 2003 AMAREW project work plans have been developed in consultation with ARARI.
- Preliminary discussions on study tours, competitive grants, short-term technical assistance needs, and ecological zoning have been initiated with ARARI.

### **Problems encountered**

The major problems faced with the realization of some of the planned activities are outlined below:

- Posting of the local counterpart associates has taken a long time and was accomplished mainly at the close of the 2002 plan period.
- Although waivers for vehicle purchase have been obtained, the delay in the procurement and delivery of vehicles (seven Ford Ranger Pick-ups) has greatly hampered mobility of project personnel for field trips and implementation of activities. Quotations for three SUVs (Toyota Land Cruisers) have been received from three prospective suppliers. The purchasing process is currently in the hands of Virginia Tech.
- Even though the project office now has phone, FAX, and e-mail connections, the delay in the installation of these communication systems, and the delay in the purchase of office furniture and computing facilities for the project office have slowed down the process of project activities.
- The process of hiring of local support staff such as secretaries, a receptionist, an accountant and drivers has been slower than anticipated. A secretary has just been selected and is expected to join early next month. The other positions have been advertised and should be filled during the next month also.

### **EXTENSION**

#### **1. Activities from 2002 Work Plan**

- Made introductions to local partners
- Contacted and interviewed Agency and NGO regional partners
- Developed framework of activities prior to kick off workshop

- Secured housing for long term Extension Advisor
- Conducted kick off workshop and facilitated Extension break out session for guiding the 2002 Work Plan
- Prioritized activities with local partners and developed 2002 Work Plan
- Finalized and Submitted Work Plan to USAID
- Interviewed and selected Counterparts for Research, Extension, Watershed Management, Research and Extension Training, Project Administrator and Senior Secretary
- Developed 2003 Workplan, Training Plan and Budget with BoA
- Advised BoA Department Head to locate a graduate program in Resource Economics funded by IFAD.
- Reviewed NGO programs in pilot woredas-obtain official list from BoA library
- Developed initial (as yet unapproved) M&E Indicators for Extension with USAID and local partners
- Procured supplies for Extension Training of Woreda and ATVET Trainers of DA's
- Visited Pilot Woredas and Contacted BoA staff. Interviewed Sekota and Gubalafto Experts to define training needs. Conducted walk-through of both pilot watersheds, Yeku and Lenche Deme. Interviewed farmers informally in the field. Met with DA's in pilot watersheds. Visited watersheds and Sekota and Gubalafto Woredas in October and in November with a total of 28 days in the field this quarter.
- Began development of Foundation Modules for Training ATVET college teachers. They will train the DA's who are rotating through the 2 year diploma program. Finalized two day Adult Education and Participatory Methods module.
- Included Gender as one topic in the Adult Education module. In addition to identifying gender biases, over 100 Teachers of DA's learned methods of reaching and teaching women DA's and women farmers. About one fifth of all the recently hired DA's are women. Only 3 of the 55 faculty at two ATVET colleges are women.
- Linked with NGO's in pilot woredas and at the regional level. Participated in joint planning meeting with R2D partners in Bahir Dar and R2D roll out meeting in Weldia.
- Explored the possibility of study tours and woreda staff exchanges. Included these staff development opportunities in the BoA training plan and workplan for 2003.
- Conducted initial curriculum assessment of ATVET college diploma program for DA's.

- Met with BoA, Bahir Dar University, and ATVET colleges to pursue Distance Education options and formal agriculturally related BSc and MSc degree programs within the Amhara region.
- Planned farmer trainings and field trips with BoA staff and DA's in pilot woredas. Included these farmer-focused trainings in the BoA training plan and workplan for 2003.
- Discussed farmer field schools for watershed areas with Save the Children and Ministry of Agriculture experts.
- Trained 30 Woreda level SMS Experts who are now teaching the newly hired DA's. These DA's were recruited to take the place of the DA's who left the Kebeles to attend ATVET college as per MoA initiative.

## **2. Significant problems encountered during 2002**

- VT Consortium deployed Extension Advisor to Ethiopia in early July prior to other staff arrival
- Had difficulty with air shipment of household goods
- Excess baggage agreement was in effect on international flight to Addis only
- Weight requirements were much lower on Ethiopian Airlines to Bahir Dar, so luggage was not accepted on domestic flight
- Typical project start-up difficulties arose with residence visa and permit, transportation, communication and banking
- Housing was not available until mid-August
- Office was not ready for occupancy
- Vehicles were not available during this quarter, which made field visits and trainings more difficult.
- Structure of partner agencies has changed since the proposal was written. BoA has a new structure of Regional and Zonal Experts and Kebele level Development Agents, which changes the organizational location and delivery of training. Changes within BoA created confusion about the tasking and the correct contact person for AMAREW Extension Advisor.
- The DA's were tested for ATVET college entrance and the results were not completed until December. The new DA students were expected to join the ATVET colleges in September, but they just reported for the first day of class on December 16, 2002.
- Temporary DA's were recruited and hired to take the place of the DA's headed back to college. These new Agents required training prior to assignment, and the BoA quickly

arranged two full months of training for them. Once trained, these Agents will be assigned throughout the Region to fill vacancies. Agents with great expertise in the pilot woredas have been replaced with young folks who have two months of training. This could be a significant loss of local knowledge to AMAREW Advisors.

- The Extension BoA contact had been the Extension Department Head, Ato Aynalem Gezabogn. Ato Aynalem was in an automobile accident and out on sick leave for almost 5 months. In his absence, no definite replacement contact person was appointed by BoA.
- PRA was not conducted during the 2002 year as planned. Difficulties with transportation, time required to hire local counterparts and change in the micro-enterprise advisor position pushed this task into 2003.
- PME Indicators were developed at a two-day workshop led by USAID Evaluation Expert Dr. Metsalel. Indicators for Research and Extension have not been approved yet.

### **3. Actions Taken to resolve problems encountered**

- Located alternate ground transportation for excess baggage
- Successfully processing bank account, visa, and residence permit through a consultant in Addis
- Located housing and claimed occupancy on August 19
- In the absence of project vehicles, the Extension Advisor and other staff earned to use the local mass transit system to meet with Agency partners
- Located Internet services in Bahir Dar
- Amharic language lessons twice a week in the evenings
- Learned new BoA structure and met with staff in new positions
- Worked from hotel and home until new AMAREW Project Headquarters in Tebikew Bale Building, Bahir Dar was ready for occupancy
- Continued to work without vehicles to the best of our ability for the entire 6-month project period of 2002. Recognizing AMAREW's vehicle dilemma, BoA partners made cars available when possible.
- The uncertainty about which staff members would remain in the pilot woredas, and who should be trained was resolved when a new Deputy Head, Ato Amlaku Asres, was appointed to lead the Extension, Planning and Training Departments.
- The formal BoA contact person for USAID AMAREW Project was designated as Ato Tadessa Beyene (Team Leader of Capital Programs, Performance Monitoring and

Evaluation). When needed, other department heads may be contacted with Ato Tadesse's capable assistance.

- Instead of training DA's who were in the midst of returning to colleges, Extension efforts focused on Training of their Trainers. Module on Participatory Methods was developed and presented to faculty at Mersa and Mertule Mariam ATVET Colleges, where the DA's are now studying for Diplomas under a Federal MoA initiative. All five colleges are scheduled for this Training.

#### **4. Important Objectives Regarding Implementation**

- Two days in Addis were well spent meeting USAID staff and discussing project objectives and implementation. Met with USAID Mission Director, Ms. Mary Llewellyn, who explained the importance of this project towards re-establishing relationships in Amhara Region. The ANRS Government has been disappointed with delays. She urged us to get the pilot projects implemented so that successes can be quickly rolled out in other Regions of Ethiopia.
- Director Llewellyn reminded the team of the importance of the cross cutting issues: local participation, HIV/AIDS education and gender. A new Gender Expert was hired at USAID and Director Llewellyn recommended an immediate meeting with Dr. Yeshiareg Degene. As a result, a meeting was arranged with Dr. Yeshiareg to begin process of incorporating gender issues into training modules for BoA Experts and Agents. She explained the national policy on women that requires that one third of all trainees must be women. The national target is 50%. The training component needs to comply with this national policy. Dr. Yeshiareg offered her assistance and expertise in developing training modules on gender and incorporating gender issues into all modules. Reaching and teaching women in the five pilot woredas of Amhara will be critical to the Extension component success.
- While at mission headquarters, a meeting was also held with Dr. Tadele Gebreselassie, project CTO, to discuss opportunities and expectations of the Extension component. Dr. Tadele facilitated a meeting with BoA Director Dereje Bruke to clarify contact point and tasks of the AMAREW Extension Advisor given the many changes within BoA.
- Participated in the National Soils Conference held in Bahir Dar. This professional agronomy meeting was attended by top agricultural scientists from Ethiopia and other countries. Fortunately for the team, this conference focused on the Amhara Region and served as a wonderful orientation to the agro ecological and economic context, problems, resources and constraints of the designated project area. Conference endnote address was presented by AMAREW Chief of Party and appeared on National Ethiopian Television news. The major advantage of attending this meeting was learning more about Amhara from the country experts and participating in solution focused discussions with the country's key agricultural leaders.
- Reviewed relevant existing data, documents and reports provided by partner agencies

- Presented Extension Component overview to participants at AMAREW Kick Off Workshop, September 19-20, and facilitated Kick Off Workshop Extension Component Break Out Session, which provided input for Work Plan.
- Developed Extension Component of Work Plan for July-December, 2002 and collaborated more fully with partner agencies in the development of the 2003 Work Plan.
- In Bahir Dar, the Extension Advisor met with forty representatives of twelve partner government and local NGO organizations to discuss project training and curriculum objectives and to identify potential BoA and ATVET College training participants (SMS and DA and HA).
- Visited three of the five pilot woredas and met the Woreda level SMS and BoA Supervisors and DA's. In Sekota, Gubalafto and Tehuledere, Zonal Agriculture and Rural Development officials were also interviewed. Training needs of both DA's and SMS were discussed and defined during these individual staff interviews.
- Extension Advisor was invited by BoA Deputy Head Amlaku to accompany the BoA Bureau Head and Department Heads to participated in Woreda SMS trainings and a special field trip on water harvesting. AMAREW advisor included Adult Education and Participatory Methods module in the training.
- Hired Extension counterpart, Habtemariam Kasse, and Research/Training counterpart, Belai Kassa, who will both begin in February. Their expertise and leadership will add greatly to the accomplishments of the Extension component of AMAREW.

#### **4. Activities from the 2003 Work Plan**

- Upgrade Skills of Development Agents in 5 Pilot Woredas
- Upgrade Skills of Regional Home Economics Agents
- Upgrade Skills of Subject Matter Specialists in 5 Pilot Woredas and at Regional Level
- Upgrade Skills of Men and Women Farmer Leaders in 5 Pilot Woredas
- Upgrade Skills of ATVET College Teachers of Development Agents
- Conduct Assessment of ATVET Training Centers and Recommend Appropriate Investments Necessary for Implementing Plan for DA Skills Upgrading from Certificate to Diploma Level

### **WATERSHED MANAGEMENT**

#### **1. Activities planned and completed during the reporting period**

- Attended the Soil Science Society of Ethiopia Annual Meeting;

- Located and occupied long-term housing;
- Held first round of visits with Amhara partner agencies in July;
- Initiated process to obtain residence permit and obtained the same;
- Initiated process to open personal and Cornell bank accounts. Personal account has been opened while the Cornell account is yet to be finalized;
- Participated in the preparation and implementation of the Project Kickoff Workshop;
- Prepared Work Plan for both 2002 and 2003.

## **2. Significant Problems Encountered**

Problems have been encountered with three of the items in the above list: obtaining a residence permit, opening a personal and official bank account, and moving into the house and the Project office. These problems are interrelated, and seem to arise from the strict Ethiopian bureaucracy.

## **3. Action Taken to Solve Problems**

The residence card has been received and the non-transferable (NT) bank account has been opened.

## **4. Important Observations Regarding Implementation**

The most important observation regarding implementation concerns establishment of the Integrated Watershed Development Management Team (IWDMT). When this Project was planned, no doubt existed that the IWDMT would sit in the Bureau of Agriculture (BoA). Since then, however, the planning group was removed from the BoA and settled in a new agency, the Environmental Protection and Land Administration and Use Authority (EPLAUA). The home agency for the IWDMT depends to a large extent on its mandate. The AMAREW Project takes no position on the best place for the IWDMT, other than it must be placed in the institution where it can best serve the ANRS.

In addition, one of the first warnings raised during the breakout session of the kickoff workshop had to do with the IWDMT. A representative from the Bureau of Rural Development (BoRD) stated that a committee whose members crossed agency boundaries was not allowed under current regional civil-service regulations. This statement was debated in the plenary meeting afterwards, and the larger group concluded that the Team had to have a home institution, but that no problem existed with cross-agency membership. The BoRD representative was not present for the plenary discussion. Since these initial discussions the RIT has agreed to involve both the BoA and the EPLAUA in addressing these issues as appropriate.

Under the work plan task *Strengthening Community Level Management*:

- Identification of knowledge gaps by examining existing reports, maps, and other media was planned and addressed.
- Training in PRA methods for field staff, and conducting of the PRAs in Sekota and Gubalafto was planned but not completed because of the lack of vehicles as well as the delay in hiring the Watershed Management Associate.
- Preliminary discussions on the organization of CWMOs have been initiated.

## MICRO ENTERPRISE DEVELOPMENT

While many of the activities scheduled for year 2002 were accomplished, the start up of this project was slowed for various structural and administrative reasons. Hiring technical staff onto the component was delayed as meetings of the Regional Implementation Team were irregular, advertising for one of the key staff members did not yield adequate candidates and the Prime Contractor, Virginia Tech, requested that the Senior Program Assistant Position not be filled until the MEDA was replaced (so as to hire someone with complimentary skills to the new MEDA). These hiring issues coupled with difficulties in opening bank accounts, acquiring project transport and the delays in receiving phone service, slowed the technical implementation of the project. It is perfectly reasonable to expect that those tasks which faced delays in Q4 of CY 2002 will be undertaken and completed in Q1 of CY 2003.

On the positive side, the component is well positioned for handing over to a new MEDA with administrative underpinning (bank accounts and accounting system), the monitoring and evaluation indicators well elaborated, a strong technical plan for CY 2003 and support staff (accountant and training facilitator) to be hired by the end of CY 2002. Further, as other aspects of the project were delayed, the MEDA used this surplus time to face and solve major problems with ACSI's MIS system (a MED technical objective). ACSI's MIS development should move forward ahead of schedule whereas it was unclear 2 months ago whether or not it would move forward at all. The MEDA has prepared a full report addressing this issue for USAID consumption to be submitted separately.

Below is a review, point-by-point, of the progress made on each of the tasks foreseen for completion in CY 2002.

<b>1. Project Administration Activities</b>			
<b>Objective:</b> The Objective of the administration activities is to establish a presence in Bahir Dar, establish a protocol with local and international partners, establish a local management team and to develop a work plan for the coming 1½ years.			
<b>Targets:</b> 1) Office Space and Housing in Bahir Dar by end September; 2) Kick off workshop with local partners by end October; 3) All local staff hired by end November; 4) 2003 work plan developed by end December.			
Start and Finish Dates	Activity Description	Critical Assumptions	Status
7/02 – 8/02	Make introductions to USAID mission and local partners.	None.	Completed.
7/02 – 8/02	Select office space in Bahir Dar.	None.	Completed.
7/02 – 8/02	Develop a broad framework of activities with local and international partners prior to	Partners will be available to meet.	Completed.

	kick off work shop.		
7/02 – 8/02	Secure housing for the long term advisor.	None.	Completed.
9/02	Conduct kick off workshop and break out groups with local partners to prioritize work plans.	All local partners will be available for workshop.	Completed.
9/02	Prepare and submit work plan for 7/2002 – 12/2002.	None.	Completed.
9/02	Open a bank account for the component.	None.	Completed.
10/02	Hire local technical staff to support the component.	Adequate, qualified and willing candidates can be identified.	Short lists have been completed but not approved or hired by RIT.
10/02	Hire a component accountant and cashier.	None.	Will be completed by 12/31.
10/02	Install the ACDI/VOCA accounting procedures	None.	Will be completed by 12/31.
10/02	Procure all necessary fixed and consumable materials necessary for project administration.	Project budget to cover materials will be in place from prime contractor.	Waiting on prime contractor for completion.
11/02	Receive and digest output from PRA exercise	PRA will be conducted on time in the targeted woredas.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys.
11/02	Develop 2003 work plan with local and international partners.	PRA will be conducted on time in the targeted woredas.	Completed without the benefit of PRA.
11/02	Prepare hand over strategy for long-term advisor.	None.	Completed.
12/02	Hand over project administration to long-term advisor.	New advisor will be in place.	Waiting for new advisor to be selected and hired.

<b>2. Performance Monitoring Activities</b>			
<b>Objective:</b> The Objective of the performance monitoring activities is to develop and implement a baseline study and performance monitoring plan collaboratively with our stakeholders.			
<b>Targets:</b> 1) Develop indicators by end October; 2) Conduct PRA and baseline surveys in target woredas by end November; 3) implement regular collection of monitoring indicators by end December.			
Start and Finish Dates	Activity Description	Critical Assumptions	Status
10/02	Develop and agree on PMP indicators with USAID and local partners.	Schedules can be coordinated.	Completed.
10/02	Conduct training for enumerators in data collection and PRA techniques.	None.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys. The training materials are prepared.
10/02	Evaluate what quality data is already available and identify data gaps.	Existing data will be easily available from local partners.	Completed.
11/02	Conduct PRA and base line survey in targeted woredas.	Vehicles and other relevant project resources will be available by this time.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys.
11/02	Evaluate data collected by base line survey and PRA and write a report on this basis.	PRA will be conducted on time in the targeted woredas.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys.
12/02	Begin regular collection of monitoring indicators in the target woredas through project staff and local partners.	None.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys.

<b>3. Micro Finance Activities</b>			
<b>Objective:</b> The Objective of the micro finance activities is to evaluate our micro finance partners and their targeted clients in order to best develop a strategy for strengthening both. An additional objective is to assist ACSI in finalizing their pilot MIS system.			
<b>Targets:</b> 1) Liaise with partners by end August; 2) develop 2002 work plan by end September; 3) Develop field based data collection survey and strategies by end October; 4) evaluate and finalize ACSI's MIS system by end November; 5) collect baseline data on targeted woredas and evaluate partners' strengths and weaknesses by end December.			
Start and Finish Dates	Activity Description	Critical Assumptions	Status
7/02 – 8/02	Make introductions to USAID mission and local partners including ACSI and the Cooperative Promotion Bureau.	None.	Completed.
7/02 – 8/02	Develop a broad framework of activities with local partners prior to kick off work shop.	Partners will be available to meet.	Completed.
9/02	Conduct kick off workshop and break out groups with Micro Finance partners to prioritize work plans.	Local partners will be available for workshop.	Completed.
9/02	Prepare work plan, review work plan with local partners and submit work plan to the RIT and USAID for 7/2002 – 12/2002.	None.	Completed.
10/02	Hire a local technical staff member to support the component in collaboration with ACSI and the Cooperative Promotion Bureau.	Adequate, qualified and willing candidates can be re-identified.	None of the candidates responding to the position announcement were found as appropriate by ACSI. The position will be re-advertised.
10/02	ACSI and the Cooperative Promotion Bureau	None.	Completed.

	will appoint liaisons to communicate with the project technical staff member.		
10/02	Develop and agree on PMP indicators with USAID and Micro Finance partners.	Schedules can be coordinated.	Completed.
10/02	Conduct training for enumerators from ACSI and the Cooperative Promotion Bureau in data collection and PRA techniques.	None.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys.
10/02	Evaluate what quality data is already available and identify data gaps.	Existing data will be easily available from local partners.	Completed.
10/02	Review ACSI's MIS system prior to final delivery from the contractor (Cyber Pro).	None.	Completed.
10/02	Negotiate a security and modification arrangement between Cyber Pro, ACSI and USAID regarding MIS source code.	None.	Completed.
11/02	Conduct field visits to target woredas with component staff.	Vehicles and other relevant project resources will be available by this time.	No Micro Finance Officer has been recruited as yet. No project vehicles have been available. ACSI's priority has been MIS development which is a Bahir Dar based activity.
11/02	Conduct PRA and base line survey in targeted woredas.	Vehicles and other relevant project resources will be available by this	PRA delayed as per instruction by USAID to wait until AMAREW partners

		time.	are ready to conduct baseline surveys.
11/02	Conduct a Strength Limitation Opportunity and Threat analysis exercise with ACSI staff from within the targeted woredas and Bahir Dar.	ACSI staff will be available for this exercise.	ACSI has been concentrating on MIS development for this quarter and no Micro Finance Officer has been hired to facilitate this activity.
11/02	Conduct a strategic planning exercise with ACSI management.	None.	ACSI has been concentrating on MIS development for this quarter and no Micro Finance Officer has been hired to facilitate this activity.
12/02	Conduct a workshop with the Cooperative Promotion Bureau and ACSI to discuss opportunities for building linkages between Saving and Credit Cooperatives and ACSI branches.	None.	Neither the CPB nor ACSI are ready for this activity. Responsible CPB staff has been in Kenya studying cooperative banks and ACSI is heavily engaged in completing its MIS. This activity will be completed as soon as possible.
12/02	Hand over project administration to long-term advisor.	New advisor will be in place.	The new advisor is not in place. It is proposed that the existing MEDA return in the new year short term to overlap with the new MEDA.

<b>4. Micro Enterprise Activities</b>	
<b>Objective:</b>	The Objective of the micro enterprise activities is to evaluate our micro finance partners and their targeted clients in order to best develop a strategy for strengthening both.
<b>Targets:</b>	1) Liaise with partners by end August; 2) develop 2002 work plan by end September; 3) Develop field based data collection survey and strategies by end October; 4) develop and implement a simple MIS system for ReMSEDA by end November; 5) collect baseline data on targeted woredas and evaluate partners' strengths and weaknesses by end December.

Start and Finish Dates	Activity Description	Critical Assumptions	Status
7/02 – 8/02	Make introductions to USAID mission and local partners including ReMSEDA.	None.	Completed.
7/02 – 8/02	Develop a broad framework of activities with local partners prior to kick off work shop.	Partners will be available to meet.	Completed.
9/02	Conduct kick off workshop and break out groups with Micro Enterprise partners to prioritize work plans.	Local partners will be available for workshop.	Completed.
9/02	Prepare work plan, review work plan with local partners and submit work plan to the RIT and USAID for 7/2002 – 12/2002.	None.	Completed.
10/02	Hire a local technical staff member to support the component in collaboration with ReMSEDA.	Adequate, qualified and willing candidates can be identified.	Short lists have been completed but not approved or hired by RIT.
10/02	ReMSEDA will appoint a liaison to communicate with the project technical staff member.	None.	Completed.
10/02	Develop and agree on PMP indicators with USAID and Micro Enterprise partners.	Schedules can be coordinated.	Completed.
10/02	Conduct training for enumerators from ReMSEDA in data collection and PRA techniques.	None.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys.
10/02	Evaluate what quality data is	Existing data will be easily available	Completed.

	already available and identify data gaps.	from local partners.	
11/02	Conduct field visits to target woredas with component staff.	Vehicles and other relevant project resources will be available by this time.	Component staff is not yet hired by the RIT. Project vehicles are not in place.
11/02	Conduct PRA and base line survey in targeted woredas.	Vehicles and other relevant project resources will be available by this time.	PRA delayed as per instruction by USAID to wait until AMAREW partners are ready to conduct baseline surveys.
11/02	Conduct a Strength Limitation Opportunity and Threat analysis exercise with ReMSEDA staff from within the targeted woredas and Bahir Dar.	ReMSEDA staff will be available for this exercise.	While the Micro Enterprise Development officers have been short listed (since 10 November), they have not been approved or interviewed by the RIT. This activity requires the MEDO to be present.
11/02	Conduct a business planning exercise with ReMSEDA management.	None.	This activity was undertaken by SIDA and therefore cancelled.
11/02	Develop departmental goals and incentives and indicators to monitor goals for ReMSEDA management.	None.	This activity requires the MEDO to be present. Please see above.
12/02	Develop 2003 work plan goals with ReMSEDA	None.	Completed.
12/02	Hand over project administration to long-term advisor.	New advisor will be in place.	The new advisor is not in place. It is proposed that the existing MEDA return in the new year short term to overlap with the new MEDA.